

Job Description User Guide & Resource Manual

September 2013

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Introduction

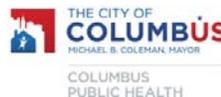
As part of a grant funded by the National Association of County and City Health Officials, Columbus Public Health (Columbus, Ohio), with the support of the Ohio State University College of Public Health, Center for Public Health Practice, convened a team of interested practitioners representing state and local public health jurisdictions in January 2013 to create a job description template. The goal was to create a functional competency-based job description template that:

- incorporates position-specific competencies;
- supports the agency’s overall performance review and workforce development processes;
- can be adapted to meet agency specific needs; and
- addresses the documentation requirement association with Public Health Accreditation Board Standard 11.1.5. (Version 1.0)

This document serves as a user guide and resource manual for utilizing the template.

Important Note: *This template is based on Version 1.0 of the PHAB Standards and Measures. Use of this template does not guarantee compliance with PHAB Accreditation Standard 11.1.5. Version 1.5 is due for release in January 2014.*

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Template Development

Development Team

The following individuals contributed to the development of the template:

Agency	Individuals
Columbus Public Health	Laurie Dietsch, Kristen Miele, Tracy Poling, Beth Ransopher & Kevin Williams
Cuyahoga County Board of Health	Najeebah Shine
Delaware County General Health District	Angie Breckler, Rosemary Chaudry, Amy Whitney & Temi Daramola (student intern)
Franklin County Public Health	Todd Hansen & Beth Pierson
Licking County Board of Health	Chad Brown
Ohio Department of Health	Debora Branham & Cherene Watkins
OSU College of Public Health, Center for Public Health Practice	Melissa Sever (facilitator)

Development Process

In January 2013, Columbus Public Health convened a development team for the purpose of establishing an outline for a functional, competency-based job description template. The process was facilitated by a consultant from the OSU College of Public Health, Center for Public Health Practice (CPHP). The process began with the team reviewing existing job descriptions. Key elements of a functional, competency-based job description, as well as PHAB documentation requirements (Version 1.0), were identified. The development team translated these key elements into a job description outline.

Using the outline as a guide, CPHP drafted a job description template. The template was reviewed by members of the development team and comments and feedback were incorporated. This associated user guide and resource manual was developed to support agencies in the use of the template.

Questions

This Job Description Template User Guide & Resource Manual will be updated as new resources are identified. For questions about this template, and/or suggestions for additional resources and sample materials to be added, please contact:

Melissa Sever, MPH, MCHES, in the Center for Public Health Practice at The Ohio State University College of Public Health; msever@cph.osu.edu or (614) 292-2047.

How to Use the Template

Introduction

The job description template contains the following sections, which can be edited and modified to meet your agency's specific needs:

- General Position Information
 - Functional Position Summary
 - Essential Duties
 - Non-Essential Duties (optional)
 - Minimum Qualifications
 - Key Competencies
 - Work Environment
 - Approvals
-

Editing the Template

The template is a Microsoft Word document. The template is formatted as a series of tables that can be edited. Document text is in two colors:

- **Black:** Standard language that does not need modified.
- **Red:** Provides instructions / examples for completing each section. All red text should be edited or deleted to meet an agency's specific needs. If the red text is edited, it should be changed to black before considering the document final.

Sections also may be added to further customize the document for your agency. An example of a completed template is provided in Appendix B.

Accreditation Considerations

This template has been designed to address one of the documentation requirements for Public Health Accreditation Board Standard 11.1.5 (Version 1.0); *Implement and adhere to the health departments human resources policies and procedures*. According to the standard, each health department must provide two examples of position descriptions, or job descriptions, and also demonstrate how the descriptions are made available to staff (e.g. agency intranet, policy manual, HR department).

While the current standard does not require that job descriptions are competency-based, feedback from agencies that have gone through site visits indicated that PHAB reviewers may ask for this. In addition, a competency-based job description is an important component of the overall workforce development cycle. The performance of the competencies presented in an employee's job description would be assessed as part of the annual performance review process which would then be utilized to shape the employee's individual development plan (performance and professional goals for the upcoming year).

Important Note: *PHAB Standards and Measures Version 1.5 will be released in January 2014 which will likely result in changes to the documentation requirements for this standard. This template will be revised and updated to reflect the new standards and measures once released.*

Competency Framework

Introduction

One challenging aspect of establishing competency-based job descriptions is navigating the multitude of competency sets that exist for the wide range of professions and disciplines that make up the public health workforce and how to document them. To assist you in establishing competencies for your agency, the following competency framework is provided as an example for your consideration.

Competency Defined

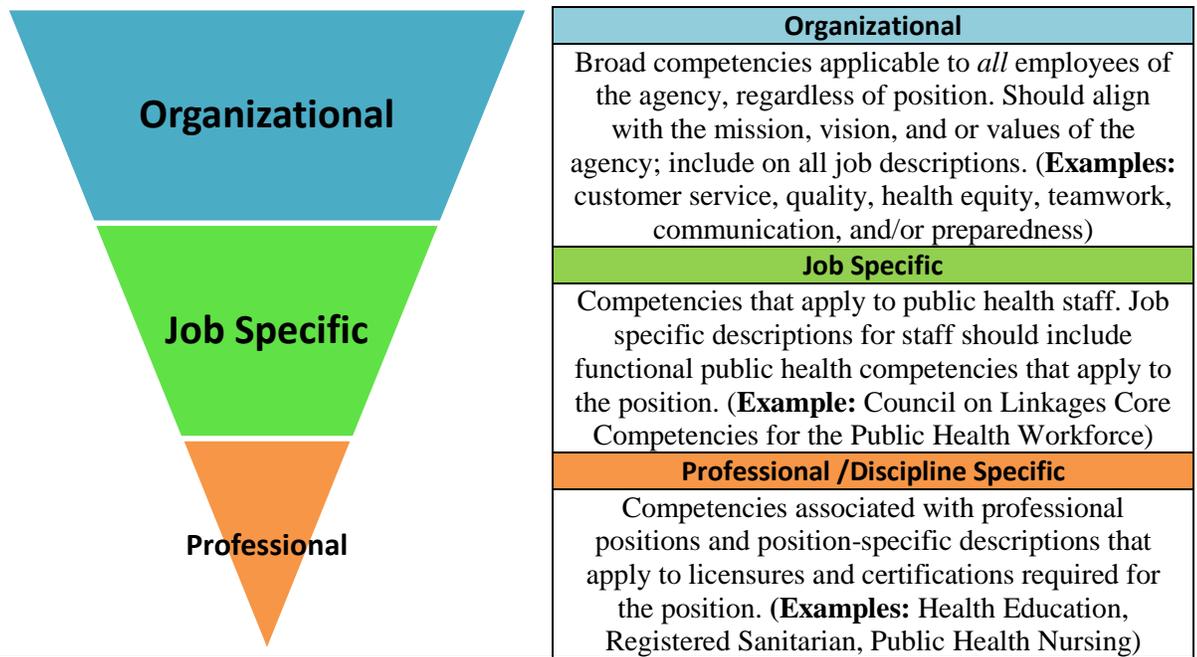
Many definitions for competency can be found in the literature. One common definition is shown below. It is suggested that your agency agree upon a definition of competency at the beginning of the project to ensure that everyone is grounded in the same understanding of the term.

“Applied skills and knowledge that enable people to perform work”
(Adapted from the Competency to Curriculum Toolkit, 2008)

Note: *The template development team suggested adding the word “abilities” to the above definition, to better align with terminology found in the literature that commonly references KSA’s – knowledge, skills, & abilities.*

Competency Framework

Below is a three-level framework to consider when organizing competencies for your agency. The framework is adapted, with permission, from Columbus Public Health.



Note: *The template development team suggested adding a 4th level to the framework which encompasses additional management/supervisory/executive competencies not included in the Council on Linkages Core Competencies. Agencies may consider incorporating these management/supervisory/executive competencies into the job-specific category, or include as a separate level within the framework.*

Development Approach

Introduction

The approach presented below was used by Columbus Public Health to establish functional, competency-based job descriptions for health department staff. It is presented here as an approach to consider for your agency.

Steps in the Process

The steps in the process, as well as the responsible parties, are outlined below.

Step	Action	Who
1	Establish job description development team (3-5 staff including HR representative).	Human Resources
2	Identify competency framework to be used by agency; including development and adoption of organizational competencies, if applicable.	Development Team
3	Present competency framework to agency leadership for approval.	Development Team
4	Select 2-4 key leadership positions within the agency as a starting point to create functional job descriptions.	Development Team & Agency Leadership
5	Gather existing job descriptions for the selected positions, if available.	Human Resources
6	Convene meeting with leadership team to work on job descriptions for selected positions; consider breaking leadership team into small workgroups each addressing one of the selected positions. (Note: <i>Workgroup should include the individual whose job description is being created / revised.</i>)	Development Team
7	Workgroups charged with: <ul style="list-style-type: none"> • reviewing existing job description for position, if available • identifying competencies for position, and • drafting new job description using the template as a guide. 	Agency Leadership
8	Coordinate open review and comment period for newly drafted job descriptions; include full leadership team (and board of health, if applicable).	Development Team
9	Make final edits / revisions to job description based on feedback.	Human Resources
10	Approve and adopt new job descriptions per HR policy.	Human Resources

Once all key leadership positions have been addressed, the intent is that the process repeats making its way down the organizational structure. Leadership staff work with their direct reports to address those positions. The leadership team's direct reports are then responsible for repeating the process with their staff. This continues until job descriptions have been created / revised for all staff positions.

Note: For more information about this approach, please contact Elizabeth Ransopher at Columbus Public Health eransopher@columbus.gov or (614) 645-0308.

Other Considerations

Below are two additional items to consider during the development process:

- As you are writing the description and identifying competencies, focus on the *position*, not the individual currently holding the position; this helps to ensure objectivity.
- Use a 360° process to obtain feedback on which competencies are applicable to a specific position. This feedback can then be considered when finalizing competencies for a position.

Appendix A: General Resources

Introduction

This section provides agencies with resources that may be helpful in this work. If you have additional resources you would like to see included here, please contact Melissa Sever, MPH, MCHES, in the Center for Public Health Practice at The Ohio State University College of Public Health; msever@cph.osu.edu or (614) 292-2047.

Resource	Description
Competency Sets	The following are links to core public health and job-specific competency sets. The links provided here are by no means exclusive or exhaustive: Canadian Public Health Core Competencies ; Community Health Worker ; General Competency Library (State of Iowa) ; Council on Linkages Core Competencies for Public Health Workforce ; Counselor ; Dentist ; Dietician ; Environmental Health ; Epidemiology ; Emergency Preparedness ; Health Education ; Health Equity ; Informatics/IT ; Lab Technologists ; Leadership ; Master of Public Health Students ; Medical Director ; Public Health Nursing ; Social Work ; Veterinarian
Competency to Curriculum Toolkit	The Competency-to-Curriculum Toolkit is presented to the public health workforce training and education community as an aid in assuring that the workforce, key to the public health infrastructure, is truly competent to perform essential public health services in all areas of public health practice. http://www.phf.org/resourcestools/Documents/Competency_to_Curriculum_Toolkit08.pdf
US Office of Personnel Management	OPM works in several broad categories to recruit, retain, and honor a world-class workforce for the American people. Multiple resources and examples ranging from performance management to executive-level competencies can be found here. www.opm.gov/ses/recruitment/ecq.asp
Society for Human Resource Management	The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. http://www.shrm.org/Publications/hrmagazine/EditorialContent/Pages/0607grossman.aspx

Appendix B: Completed Job Description Example

Position Title:	Program Planner I		Position #:	12345
Working Title:	Traffic Safety Health Educator			
Agency Unit:	Division of Family Health		Reports to:	Director of Family Health Division
Employment Status:	Full-Time	Pay Grade	\$45,000 – \$57,000	FLSA Status: Exempt

Position Summary: Plan, implement, and evaluate multiple traffic safety-related initiatives. Coordinate the agency’s car seat program. Support management and coordination of the agency’s traffic safety grant. Prepare and deliver culturally and linguistically appropriate presentations for the purpose of educating stakeholders and the general public. Represent the agency at local and state meetings; coordinate the county’s traffic safety coalition. Gather and review data to identify new areas of need. Identify potential sources of external funding to support new initiatives. Assist with grant proposal development and reporting. Participate in overall program planning for the Health Education Division. Grant funded with anticipated annual renew.

Essential Duties:

- 60%: Plan, implement and evaluate traffic safety initiatives
- 15%: Prepare and deliver educational presentations and materials
- 10%: Coordinate and actively participate in local and state meetings
- 10%: Assist with grant management, proposal development, and reporting
- 5%: Other duties as assigned

Non-Essential Duties: In the event of an emergency, this position will report to the County’s Emergency Operations Center.

Minimum Qualifications: Position requires a Bachelor degree in Health Education or related field and documented experience with Microsoft Office applications. Current CHES certification preferred.

Key Competencies: This position is aligned with the [National Commission for Health Education Credentialing Seven Areas of Responsibility](#) for a Health Educator. The following Council on Linkages Core Competencies (as of 4/20/13) for this position include:

- Analytical Assessment Skills: 1A2, 1A5
- Policy Development & Program Planning: 2A2, 2A4, 2A6
- Communication: 3A1, 3A2, 3A4
- Cultural Competency: 4A2
- Community Dimensions of Practice: 5A3, 5A4, 5A5, 5A7,5A9, 5A10
- Public Health Science: 6A1, 6A2, 6A3
- Financial Planning & Management: 7A3, 7A4, 7A5, 7A7, 7A9
- Leadership and Systems Thinking: 8A1, 8A2

Work Environment: General office setting in the health department facility. Work performed in the community may subject this position to adverse weather conditions and challenging interactions with off-site locations and community members. Some in state and out of state travel required; driver’s license required.

Approvals:

<i>Jane Doe</i>	President, Healthy County Board of Health	April 20, 2013
Name	Title	Date
John Doe	Human Resources Director	April 21, 2013
Name	Title	Date

COMING SOON!